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With this, the third edition of our strategic plan, our vision continues to be *the best freshwater fisheries in North America*. We have grown significantly as an independent entity since our inception in 2003. As of April 2015, we now receive 100% of all freshwater recreational angling licence revenue. Our core business has expanded significantly, from one focussed primarily on supporting and marketing stocked fisheries to one that embraces all freshwater fishing in B.C., wild and stocked.

The additional licence revenue we now receive means we can direct more resources toward our brand statement of “making fishing in B.C. even better,” and ensure that more people are satisfied with their angling experience. Recruitment and retention of new and lapsed anglers, particularly youth and families, continue to be priorities for the Society. The additional revenue will allow more investment in initiatives to improve access to fisheries, to provide a diversity of opportunities that meet the wide range of angler preferences, and to assist in restoration efforts to recover wild fish stocks valued by anglers.

We take our increased role in recreational freshwater fisheries very seriously. As part of our commitment to our partners and stakeholders, our Board of Directors will review key performance indicators that reflect the Society’s performance associated with our core areas of investment. We believe that licence revenue, delivery of the provincial stocking program, and engaged staff are most critical to our long-term success and the achievement of our vision. We will provide updates on these three performance indicators as part of our annual reports.
The Society values the strong relationship we have with our BC government partner to deliver key components of the freshwater fisheries program for the Province. We contribute to provincial fisheries initiatives through a variety of means, such as support of joint technical committees and provision of technical expertise. We strive to further develop new and existing relationships with our stakeholder groups and other agencies that share our vision.

I want to take this opportunity to acknowledge the anglers of the province who appreciate and enjoy the incredible and unique freshwater fisheries offered here. We invest your licence dollars back into the fisheries resource to maintain and improve recreational fishing; we encourage all anglers to take an active interest in our business, and let us know how we are doing and what we can do to make freshwater fishing in BC even better.

Finally, I want to thank all the Freshwater Fisheries Society of BC staff for their dedication to seeing the organization succeed and delivering on our broadened mandate.

It is an exciting time for the Society and the Province’s freshwater recreational fisheries. This plan charts how we will be guided over the next five years to ensure we make the best use of the resources provided to us, and that we deliver on our vision for the best freshwater recreational fisheries in North America.

Andrew Wilson
President
April, 2017
The Freshwater Fisheries Society of BC was registered under the B.C. Societies Act in March 2003 as a private non-profit organization with the mandate to conserve and enhance the freshwater fish resources of British Columbia for the benefit of the public. At that time, our business was largely focussed on delivering the provincial lake stocking program on behalf of the Province and providing conservation, research, and fish health services. As a new independent entity, we were very much engaged in ensuring that adequate revenue was generated through licence sales to maintain and even grow these services.

While the basic structure of our Society hasn’t changed since our formation, we have matured as an organization. We have expanded to accommodate emerging provincial priorities (e.g. development of the Nechako white sturgeon conservation culture facility) and a broader scope of business. With the influx of additional licence revenue starting in April 2015, we are able to invest in new initiatives that benefit recreational fishing, and expand our role to support the delivery of the provincial freshwater fisheries program.

We work very closely with our contractual partner, the Province, as well as a number of academic institutions, trust foundations, provincial stakeholder groups, and corporate sponsors to deliver key aspects of the freshwater fisheries program that support conservation efforts and enhance recreational fishing.
Our Society is overseen by a seven-member Board of Directors. The Board is comprised of four independent members, two members appointed by the provincial government, plus the Society’s president. The Board sets policy, provides strategic direction, and monitors the financial and operational health of the organization. The president is a non-voting director responsible for the ongoing operations and management of the organization.

The organization has four divisions: Corporate, Operations, Science, and Sport Fishing. Our six major fish hatcheries are in Duncan, Abbotsford, Summerland, Clearwater, Fort Steele, and Vanderhoof, as well as a trout distribution centre in Prince George and a trout production site at Okanagan Falls. The Society also operates a fish health laboratory in Duncan, and a research and marketing office at the University of British Columbia. Its corporate office is located in Victoria. Details on each of the divisions can be found in Appendix 1.
WHAT WE VALUE

Our core organizational values are:

- **Passion** – The passion we share for the resource unites us as an organization. This passion motivates us to fulfill our commitments and go the ‘extra mile’.

- **Innovation** – We strive for innovation in problem-solving and taking on new challenges. Our innovation ensures that we deliver our business effectively and efficiently.

- **Agility** – In an environment of continual change, we must maintain the ability to rapidly adjust to new and unforeseen opportunities and challenges. Our agility will safeguard our success as a non-profit organization.

VISION

The best freshwater fisheries in North America

MANDATE

Enhance and conserve B.C.’s freshwater fisheries for the benefit of the public.
The Freshwater Fisheries Society of BC was allocated 100% of freshwater fishing licence revenue as of April 1, 2015 to invest in the Province’s freshwater recreational fisheries. We are committed to “making fishing in BC even better” by investing anglers’ licence dollars back into the resource, and working with our partners to ensure angler preferences are considered in fisheries management decisions. We will lead and support collaborative initiatives that enrich the angling experience and overcome obstacles that limit public fishing opportunities. Our success in achieving this objective will be reflected in our ability to recruit new and retain existing anglers, and will be evaluated regularly through a variety of metrics, including angling licence sales.

**Strategies**

1. **Seek to understand angler needs and preferences, as well as obstacles to fishing**
   - a. Continue to engage anglers through satisfaction surveys and interactive venues
   - b. Regularly review licence purchasing trends
   - c. Conduct human dimensions research

2. **Work with government, partners, and anglers to remove barriers to fishing**
   - a. Improve access to fishing destinations and on-site infrastructure
   - b. Develop angling licence products that reflect anglers’ preferences
   - c. Support the Province in simplifying and aligning angling regulations across regions
   - d. Support the Province in incorporating angler preferences in stocking prescriptions and other relevant management decisions
   - e. Inform and engage anglers through open and effective two-way communication via face-to-face, social media, and website opportunities
3. Engage and inspire youth and adults to take up fishing through outreach and marketing initiatives

a. Promote recreational fishing as an enjoyable, healthy, and sustainable outdoor activity
b. Continue to deliver *Learn To Fish* programs and other introductory fishing initiatives
c. Provide additional learning opportunities at our Summerland, Clearwater, Kootenay, and Fraser Valley Trout Hatchery visitors’ centres
d. Increase the public profile of recreational fishing and Society activities

**Key Performance Indicators:**

- Stable to increasing angler participation
- Stable to increasing licence revenue
- Stable to increasing angler effort
To support diverse and thriving recreational fishing opportunities in B.C.

B.C. offers an outstanding diversity of wild and stocked fisheries in scenic natural settings. Wild fish populations are the foundation of our freshwater fisheries resource and the recreational stocking program. Conserving this resource requires commitment to ongoing assessment and management. The Freshwater Fisheries Society of BC provides significant technical expertise to our clients that supports the development, maintenance, and recovery of these freshwater fisheries. We will invest in activities that support sustainable recreational fisheries, and in recovery initiatives where wild stocks can no longer support these fisheries. These actions will go a long way to ensure that the highly-valued freshwater fisheries resource provides social and economic benefits for the people of B.C. now and into the future.

Strategies

1. Develop and maintain stocked fisheries to reflect angler preferences, conservation priorities, and best available science
   
   a. Monitor performance of stocked fish in recreational fisheries
   b. Assess broodstock collection, breeding, and stocking strategies to identify areas for improvement
   c. Adapt, develop, and maintain specialized strains used in the stocking program to meet changing environmental conditions and angler preferences
2. Collaborate with the Province and other partners to protect and restore wild stock recreational fisheries

   a. Support Government-FFSBC Fisheries Technical Committee activities that have clear recreational benefits
   b. Work via Technical Committees to collaborate on relevant policy, management practices, regulations, research, and assessment methods to advance freshwater fisheries science and management across the province

3. To support the conservation and restoration of B.C.’s wild freshwater fish populations

   a. Collaborate with the Province and other partners to communicate the value of conservation activities and sustainable fishing practices
   b. Participate on conservation-focussed technical committees to support and implement recovery plans where conservation fish culture is required
   c. Provide diagnostic fish health services
   d. Support compliance through education and promotion of best fishing practices, as well as through specific River Guardian and Conservation Officer Service initiatives

**Key Performance Indicators:**

- Successful delivery of conservation services
- Improved angler access to a diversity of recreational fishing opportunities
- Improved compliance
STRATEGIC OBJECTIVE

To lead in the implementation of innovative and responsible freshwater fish culture

Commitment to quality fish production, environmental responsibility, and cost effectiveness speaks to our culture of innovation, and will enable the Society to continue to provide valued services to our clients, stakeholders, and partners. Keeping abreast of advances in technology and fish health maintains our position as a leader in the field of freshwater fish culture. This expertise is reflected in our ability to quickly respond to changing needs, both in the recreational stocking program and for the restoration of threatened species.

Strategies

1. Produce healthy, high-performing fish to meet provincial stocking goals
   a. Support the joint government-FFSBC Hatchery Allocation and Stocking Prescription Committee to ensure fair distribution of resources according to varying needs across the province
   b. Explore and monitor the performance of new and existing strains of fish for stocking potential
   c. Evaluate facility fish production to ensure targets are met
   d. Develop and regularly update Broodstock Management Plans to reflect new information and operational changes

2. Maintain and improve environmental and efficiency standards in production facilities
   a. Continue to develop and improve energy and water conservation measures
   b. Optimize captive broodstock and egg production
   c. Implement new technologies and infrastructure
   d. Support the Society’s internal Fish Technical Committee in the ongoing development of best practices in facilities
3. Deliver fish health services on an on-going basis
   a. Provide diagnostic fish health services and broodstock screening.

4. Educate the public about the Society’s fish culture practices
   a. Continue to support lake-side signage, visitor centre displays, and messaging about the work of the Freshwater Fisheries Society of BC and our stocking program
   b. Continue to participate in stakeholder meetings and open houses

5. Interact with our peers in the public, academic, and private sectors to share knowledge and keep informed of each other’s challenges and achievements
   a. Participate in technical meetings and symposia
   b. Maintain working relationships with other government, academic, and private sector organizations specializing in fish culture activities

Key Performance Indicators:

- High-quality hatchery products
- Successful delivery of the provincial recreational stocking program
- Ongoing improvement in energy efficiency across facilities
**STRATEGIC OBJECTIVE**

**To foster a work environment that engages, inspires, and satisfies employees**

Our ability to attract, retain, and inspire qualified and motivated people to work in our organization will facilitate achieving our vision. Maintaining a rewarding work environment with a continued emphasis on employee safety will promote employee engagement and satisfaction. Employees will be supported in pursuing their personal career goals as we work to collectively achieve our organizational vision.

**Strategies**

1. **Promote and maintain a positive work culture**

   a. Ensure that employee health and safety remain our top priorities  
   b. Promote a healthy work/life balance  
   c. Encourage employee feedback and input at all levels  
   d. Compensate employees fairly, and acknowledge exceptional contributions  
   e. Promote teamwork and inclusiveness across site and divisional boundaries  
   f. Maintain effective and regular communication with staff  
   g. Ensure staff have the resources to innovate and do the job as efficiently as possible  
   h. Monitor the Professional Development Plan process to ensure it remains effective and relevant

2. **Empower employees to take a positive lead role in their career development**

   a. Identify and create job shadowing or exchange opportunities that increase the breadth of experience and are mutually beneficial  
   b. Support ongoing employee education and training opportunities, such as the Leadership Development Program and other customized training and higher education opportunities, to build organizational and individual capacity  
   c. Encourage participation in professional workshops, meetings, and conferences  
   d. Encourage employee engagement in the professional development planning process
3. Support organizational renewal

a. Monitor the demographic makeup of the organization to identify and plan for succession challenges
b. Implement and update the succession management plan regularly
c. Employ specific strategies to fill key positions including training, knowledge transfer, staff development, mentorship, coaching, and external market positioning
d. Continue to use a competency-based approach to recruitment, selection, and retention
e. Manage/formalize job performance evaluation processes
f. Periodically review benchmarks for the gainsharing program, to ensure compensation is linked to performance and reflects the changing organizational needs
g. Maintain the scholarship initiative to encourage new fish culturists and biologists to consider our organization as a desirable employer

Key Performance Indicators:

- Engaged staff
- Excellent safety record
STRATEGIC OBJECTIVE

To ensure the long-term success of the Society as a non-profit organization

As an independent non-profit organization, we are compelled to deliver on the specific purposes laid out in our constitution. We must be diligent in the governance and management of our affairs to ensure we have adequate financial and other resources to deliver on our purposes and ultimately achieve our vision. We will maintain the strong working relationship we have established with our contractual partner, the Province, to deliver on our obligations and ensure that our direction and activities are aligned with provincial needs. Continuing to communicate our mandate, objectives, and successes to our partners and stakeholders will ensure that they understand how revenue is put back into the resource and supports the angling interests in the province.

Strategies

1. Maintain the strong and unique partnership with the Province of B.C.
   a. Keep senior provincial managers informed of our activities and initiatives
   b. Communicate regularly and meet annually with the Province’s fisheries staff via the Technical Committees and other meetings
   c. Ensure the fulfillment of the Society’s contractual obligations
   d. Raise our profile with the public, stakeholders, and elected officials through our outreach channels (e.g. website, social media, newsletters, public meetings)

2. Grow existing partnerships and develop new ones to enable the achievement of shared goals
   a. Focus our partnerships on recreational fisheries management, outreach, promotion and marketing of recreational fishing, fish production, and research and development
   b. Communicate with key partners to ensure information is shared on progress being made on mutual objectives
   c. Secure third-party contributions to assist in the delivery of key programs (e.g. the Learn to Fish program)
   d. Work closely with our tourism partners to effectively market sport fishing provincially, nationally, and internationally
3. Inform the public of our mandate, objectives, activities, and progress
   a. Seek out opportunities to participate and present at stakeholder meetings and other public venues
   b. Continue to provide up-to-date information to the angling community via our website, social media, and newsletters
   c. Participate at appropriate outdoor sporting events and trade shows throughout the province
   d. Seek new opportunities and media to profile the Society

4. Maintain and enhance our financial position through new and existing revenue sources
   a. Continue to pursue an index to inflation increase in fishing licence pricing
   b. Develop proposals to government and others where there are opportunities to enhance programs through investment
   c. Maintain and, where required, develop new funding arrangements with our partner organizations to fund programs or activities that meet shared objectives (i.e. Habitat Conservation Trust Foundation, Columbia Basin Trust)
   d. Develop long-term and annual plans for capital asset repair and replacements for facilities and equipment
   e. Ensure the Province meets their responsibility for Society basic infrastructure funding
   f. Adopt new technology, industry incentive programs, and automation into our fish production systems in order to reduce costs
5. **Streamline business processes to maximize efficiencies throughout the organization**

   a. Review and implement new administrative processes and technology to meet financial reporting needs and make the best use of resources
   b. Develop an Information Systems Strategic Plan that includes a long-term strategy to meet ever-changing technological needs and improvements
   c. Maintain and improve information systems and tools to manage the various types of data effectively
   d. Establish and undertake an internal audit of one hatchery facility annually on a rotating basis to improve operations and mitigate risk

**Key Performance Indicators:**

- Maintained liquidity
- Low administrative burden
- Risk mitigation
The ability of the Society, as an independent entity, to successfully deliver this strategic plan is heavily dependent on freshwater angling licence revenue. We believe that our vision can be achieved over the next five years by implementing the strategies outlined in this plan to address our strategic objectives. This plan places a heavy emphasis in investing in the fisheries resource and in prioritizing angler preferences to provide opportunities that will attract and retain anglers, both experienced and new.

As part of our commitment to deliver this plan, we will report out to our Board annually on our success in meeting each of the Key Performance Indicators identified for the five Strategic Objectives. The Key Performance Indicators have been selected based on their relevance to the objective and our ability to track and measure them.
Board of Directors

A Board of Directors has been in place since our inception to oversee our general business approach. The Board consists of up to five independent members and two members appointed by the Province, plus the Society’s president, an ex-officio director. The Board sets policy, provides strategic direction, and monitors the financial and operational health of the organization. New independent members are selected by the Board of Directors.

Senior Management Team

The Society consists of four business divisions with oversight by the Senior Management Team that includes the President, Vice-Presidents of Science, Operations, and Sport Fishing, Chief Financial Officer, Director of Human Resources, and an Executive Coordinator.

President’s Office

The President is an employee of the Society and reports to the Board of Directors. The President leads the Senior Management Team and is responsible for all aspects of the organization. The President’s office also provides organizational and administrative support to the Board of Directors.

Divisions

Corporate Services

This division provides financial services, human resource and administrative coordination to support the Society’s business.

Science

The Vice-President of the Science Division oversees 14 full-time staff operating out of the Victoria Corporate Office, Fish Health Lab in Duncan, University of British Columbia, Fraser Valley Trout Hatchery, and Summerland Trout Hatchery. This division provides professional support.
and leadership for program planning and evaluation. It undertakes applied research, including product and technology development. It provides fish health services on an ongoing basis. It also coordinates Government-FFSBC Technical Committee activities and funding, and Society database development and maintenance. An additional initiative overseen by Science is the province-wide program to improve access to fisheries. The division focusses on science partnerships to leverage resources and build expertise to continue to support and optimize conservation work, recreational lake stocking, fish culture and technology development, and fish health protection.

Operations

The Vice-President of Operations oversees the operation of six major hatchery facilities in Clearwater, Duncan, Abbotsford, Summerland, and Bull River, three sturgeon conservation culture facilities, nine egg collection stations, and a satellite fish distribution facility. This includes 72 full-time staff and 19 seasonal staff. These facilities produce over 6.4 million trout, char, and kokanee to stock over 750 recreational lake fisheries and conservation projects annually. Operations Division staff work very closely with the Science Division and provincial fisheries staff to prioritize stocking requirements and address emerging conservation issues that may require hatchery support. The Operations Division provides conservation culture expertise for white sturgeon recovery initiatives. The division has also been able to rapidly respond to emerging concerns, like the collapse of the kokanee population in Kootenay Lake. The division continues to be diligent in maintaining their Sustainable Energy Management Program to realize significant savings in water and energy consumption since the program’s inception in 2009.

Sport Fishing

The Vice-President of Sport Fishing oversees five full-time staff as well as 22 seasonal staff. This group leads or assists with initiatives to develop and promote recreational freshwater fishing including:

1. External communication – website, blog, e-newsletter, and social media as key outreach and marketing tools.
2. The Learn to Fish Program – introducing youth and families to recreational angling while fostering responsible fishing practices and environmental stewardship. As of 2016, over 200,000 people have participated in this program.

3. The free Rod Loan Program – enables the public to borrow fishing roads and gear from designated locations.

4. The division also coordinates a broad range of outreach and marketing materials, such as an annual “find time for fishing” campaign, lakeside signage, how-to fish videos, and brochures for distribution.
CONTACT

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